ASAP® EUROPEAN ALLIANCE SUMMIT

21–22 SEPT. 2023 • LONDON

Join the 2023 ASAP European Alliance Summit and hear from over 30 directors of strategic alliances, partnerships, ecosystems, and business development who represent industries such as high tech, pharma/life sciences, energy, consumer goods, fintech, and telecom to name a few.

This year's program offers two dedicated streams of presentations that promise to have thought-provoking content and will allow attendees to tailor their agenda to suit their content interests

Register today: group discounts still available

William Archey, Alliance & Ecosystem Mgmt Leader, Roche
Dr. Evangelos Avramakis, Lead Corporate Foresight, Intelligence & Development, Swiss Re
Rob Barber, Senior Director Alliance Management, VaxEquity
Emma Barton, PhD, Director, Alliance and Integration Management, AstraZeneca
Nicolas Becker, Director Business Development & Licensing, Alliance Management, Bayer
Jan Beger, Senior Director Digital Ecosystem, GE Healthcare
Jonathon Bell, Director, Alliance and Integration Management, AstraZeneca
Elena Cavalli, Head of Commercial Alliances, Astellas
Liam Cleaver, Research Dir., IBM Institute for Business Value
Ard-Pieter de Man, CSAP, PhD, Professor, Vrije Universiteit
Annick De Swaef, C-Level Executive, Consensa Consulting
Henri Dekker, Professor, Vrije Universiteit Amsterdam
Nina Detzen, Assistant Professor, Vrije Universiteit Amsterdam
Laurence Dugue, Head of Alliances & Partners, Sage
Ameriga Fanigliulo, Director, Alliance Management, Sandoz
Sabine Greulich, Head of Alliance Management Human Pharma Business Unit, Boehringer Ingelheim
Sebastiaan Hobs, Head of Business Development, Swiss Re
Flavio Jose, Alliances Manager, Varian/Siemens Healthineers
Nicole Colwell, EVP, Chief Alliance Officer, Prasaga Foundation
Fiona Ducotterd, CSAP, PhD, Chief Scientific Officer, Alzheimer's Research UCL Drug Discovery Institute
Rambod Daghigh, Senior Partner Development Manager, AWS

Markus Kropf, VP, Head of Global Alliance Management, Merck KGaA
Romuald Laine, PhD, Head of Alliance Management, Servier
Julie Little, Associate Director, Strategic Alliances, Cancer Research Horizons
Alessandro Maloberti, Senior Director Partner Ecosystem, STMicroelectronics
Mikel Mangold, Startup Ecosystem – Alliances & Partnerships, Venture Lab, Niterra Group
Anthony Marshall, Senior Research Director, IBM Institute for Business Value
Martijn Maters, Global Alliances & Strategic Initiatives Leader, ZF Group
George Rahim, Former VP of Strategic Alliances, Ipsen
Kevin Schneebeli, Expert Partnerships & Eco Systems, Generali
Ricardo Simard, Head of Strategic Partners, Division X, BT
Bo Skaaning Jensen, PhD, Senior Alliance Director, Early Innovation, Outreach and Alliances, Novo Nordisk
Knut Sturmhoefel, CA-AM, PhD, Alliance & Collaboration Advisor
Paul Taylor, VP Strategic Partnerships, KONE
Steve Twait, CSAP, Founder, Integrated Alliance Management
Jan Twombly, President, The Rhythm of Business
Markus Wabnegg, Assistant Professor, WU Vienna and University of Krems
Jennifer Watt, SVP Head of Global Alliances, Vir Biotechnology
Elma Saric, Senior Strategic Partnerships & Ecosystems Manager, Raiffeisen Bank International

Unique Features of this Event:

30 case study presentations from Alliance, Ecosystems and Partnerships Departments (all in-house), **Practical Insights and Unbiased information**

30+ Heads of Alliances, Corporate Partnering, Ecosystems and Business Development.

11+ different countries represented for a **truly global group** of perspectives

10+ different industries represented including **pharma/life sciences**, **financial services**, **technology**, consumer goods, chemical, manufacturing, engineering, consumer goods, telecom, etc. in two unique streams.

Emerging Trends: Fintech, Diversity Equity Inclusion, Life Science Ecosystems, Digital Transformation, Telecoms, Digital Ecosystems, IP, Startup Partnerships, Alliances during M&A, Innovation, etc.

The leading event in EMEA on strategic alliances and partnerships

Astellas Cultural Differences for Alliances in a Global Environment
AstraZeneca Alliance Execution: Changing the Mindset that the Deal is More Important than the Alliance Implementation
Bayer Role of Targeted Interviews in Alliance Performance Management
BT Unlocking the Power of Strategic Partnerships
Cancer Research Horizons Role of Charities in Supporting Academic Research through Creation of an Alliance Ecosystem
Consensa Consulting Introducing DEI as Alliance Performance Accelerator
GE Healthcare A Collaborative Ecosystem
Generali Insights from the International Insurance Ecosystem
Huawei IP Management in R&D and Co-Development Alliances
IBM IBV Ecosystem Health Drives Transformation Wealth
Boehringer Ingelheim and **Integrated Alliance Management** Alliance Manager Career/Talent Strategies
Merck, Prasaga, Alzheimer's Research Alliance Management Leadership
KONE Driving Digital Transformation in Non-Digital Industries
Novo Nordisk The Fierce Race for Alliances: Beating the Competition for Key Partnerships
Raiffeisen Bank International Building Partnerships to Excel Innovation in the Banking or Fintech Industry
Roche Building and Managing Public-Private Alliances in Digital Healthcare
Sage Consistent and Correct Alliance Terminology! Managing Key Partnerships when your Industries Speak Different Languages
Sandoz & Knut Sturmhoefel How to Increase the Value of an Alliance: Think More Strategic and Lead as General Manager
Servier Managing Alliances in a Post-Merger Situation
STMicroelectronics Build Alliance Team&Business Models in the Tech Space
Swiss Re Overcoming Challenges in (Digital) Incumbent Partnerships
The Rhythm of Business The Data Speaks: Focus Alliance Management Efforts to Produce Results
Varian/Siemens Healthineers Restructuring an Alliance Program in Healthcare and the Creation of a New Ecosystem to Fight Cancer
VaxEquity How a Biotech Company Partners in the RNA-Based Vaccine and Therapeutics Ecosystem
Venture Lab, Niterra Open Innovation Startup Ecosystems
Vir Biotechnology & George Rahim Alliance Relationship Management
Vrije Universiteit Amsterdam & WU Knowledge Creation in R&D Alliances
Vrije Universiteit Amsterdam Ecosystem Governance in a Digital World
ZF Group Evolution of the Connected Vehicle Ecosystem & Open Innovation

Sponsors

The Rhythm of Business!

Merck KGaA

Day One: Thursday, September 21, 2023		
08.30	Registration and Coffee	

| **09.00** | Opening Address, ASAP Introduction & panel moderator: **Mike Leonetti, CSAP**, President and CEO, **ASAP**

Alliance Management Leadership—Past, Present, and Future
Markus Kropf, VP, Head of Global Alliance Management, **Merck KGaA**
Nicole Colwell, EVP, Chief Alliance Officer, **Prasaga Foundation**
Fiona Ducotterd, CSAP, PhD, Chief Scientific Officer, **Alzheimer's Research UCL Drug Discovery Institute**
Join us as our experienced alliance leader panelists kick off the 2023 ASAP European Alliance Summit by discussing alliance leadership and its challenges, past and present: how it elevates the profession and enables organizational and alliance success, including effective stakeholder management, getting C-level support, relations with business development, appropriate performance measures and KPIs, hiring the next generation of alliance professionals & more. | |

		Stream A	**Stream B**
10.00	*Exhibits Open*	### Alliance Execution: Changing the Mindset that the Deal is More Important than Implementation The Bio-Dollars often outweigh the upfront payments in a deal: • Best practice in creating value drag through in Divestments/Acquisitions (Emma) • The importance of speedy implementation in Alliances (Jon) **Emma Barton, PhD,** Director, Alliance and Integration Management, **AstraZeneca** **Jonathon Bell**, Director, Alliance and Integration Management, **AstraZeneca**	### The Digital-First Dilemma: Overcoming Challenges in (Digital) Incumbent Partnerships • What we mean by "business partnerships" and what "partnering" means to us • Overcoming organizational difficulties (sponsors, strategic alignments, people, culture, etc.) • Co-creation vs. retaining core intellectual property (when lawyers get involved) • Obsession with the customer versus theoretical abstractions (learning how to cope with incumbent imperfection) **Dr. Evangelos Avramakis**, Lead Corporate Foresight, Intelligence & Development, **Swiss Re** **Sebastiaan Hobs**, Head of Business Development, **Swiss Re**
10.45		### Alliance Relationship Management: Health Check Techniques on the Strength and Success of Partnerships **Jennifer Watt**, Senior Vice President Head of Global Alliances, **Vir Biotechnology** **George Rahim**, Former VP of Strategic Alliances, **Ipsen** **Nicolas Becker, CA-AM**, Director Business Development & Licensing, Alliance Management, **Bayer**	### Ecosystem Health Drives Transformation Wealth **Anthony Marshall**, Senior Research Director, **IBM Institute for Business Value** **Liam Cleaver**, Research Director, **IBM Institute for Business Value**
11.30		Morning Coffee and Networking	
12.00		### Alliance Manager Career and Talent Strategies • Attracting and retaining the best people for AM roles • Sharing talent between merger integration and project management departments • Remote work for AM teams • Working with Gen Z people • Handling high turnover in AM • Career opportunities after an AM job **Dr. Sabine Greulich**, Head of Alliance Management Human Pharma Business Unit**, Boehringer Ingelheim** **Steve Twait, CSAP**, Founder, **Integrated Alliance Management**	### *Consistent and Correct Alliance Terminology!* Managing Key Partnerships when your Industries Speak Different Languages • Bridging the gap between industries that use different terminology, KPIs and different priorities • Avoiding miscommunications, misperceptions and differing priorities • Using agile methods and technology to create teams and tactics to implement complex alliances **Laurence Dugue**, Head of Alliances & Partners, **Sage** **Rambod Daghigh,** Senior Partner Development Manager, **Amazon Web Services**
12.45		### Building and Managing Public-Private Alliances in the Digital Healthcare Space • Importance of partnership across the healthcare ecosystem • Challenges around access to healthcare data • Learnings from co-creation and digital innovation projects in public-private alliances **William Archey**, Alliance & Ecosystem Management Leader, **F. Hoffmann – La Roche Diagnostics Partnering**	### Unlocking the Power of Strategic Partnerships: Insights and Lessons Learned from the BT Division X Partner Advisory Board • Strategies for identifying the right partners for your organization and maximizing the benefits of collaboration • Overcome challenges in collaborative partnerships • Some of the best practices for unlocking value through strategic partnerships, such as building strong relationships, aligning goals and expectations, and being flexible and adaptable • Some of the trends, challenges & opportunities for partnerships in the future **Ricardo Simard**, Head of Strategic Partners, Division X, **BT**

13.30		Lunch Break	
	Stream A:		**Stream B:**
14.30	**The Data Speaks: Focus Alliance Management Efforts to Produce Results**		**What is the Right Org Structure to Manage Strategic Alliances**

	Stream A:		Stream B:
14.30	**The Data Speaks: Focus Alliance Management Efforts to Produce Results** Your time is precious. It is easy to get sucked into the routine aspects of organizing governance, managing contract obligations, and reacting to the latest misalignment. This session draws from three years of assessments of co-development and co-commercialization alliances together with baseline evaluations of alliance management practices to highlight how alliance professionals can best spend their time to deliver value to stakeholders. We outline specific services that have a direct relationship with key alliance outcomes and share practical advice for implementing them in your alliances. **Jan Twombly, CSAP,** President, **The Rhythm of Business**		**What is the Right Org Structure to Manage Strategic Alliances** • Factors Influencing Org Structure – discussing the crucial factors that influence the choice of organisational structure for managing alliances effectively • Types of Organisational Structures – exploring various organisational models and their suitability • Best Practices for Alliance Management – sharing effective strategies and best practices for designing and maintaining alliance-centric organisational structures **Georgios Kolovos**, Managing Partner, **Five Keys Partners**
15.15	**Introducing DEI (Diversity, Equity & Inclusion) as Alliance Performance Accelerator** **Annick De Swaef, CSAP**, C-Level Executive, **Consensa Consulting**		**The Challenges of Driving Digital Transformation in Non-Digital Industries** **Paul Taylor**, Vice President Strategic Partnerships, **KONE**
16.00	Afternoon Coffee and Networking		
16.30	**Managing Alliances in a Post-Merger Situation** • Whether to terminate or integrate an alliance after the deal • Involvement of the AM function in the M&A cycle and due diligence phase • Knowledge sharing for the new company • Considerations for divestments **Romuald Laine, CA-AM, PhD,** Head of Alliance Management, **Servier**		**Evolution of the Connected Vehicle Ecosystem (and Required Open Innovation)** Today's mobility is accelerating to become, connected, electric and autonomous with • Self-driving cars • Autonomous shuttles transporting people and food to our doors • Electric, solar powered and hydrogen trucks, Yet: • 25% of the European trucks&vans are driving empty • CO2 emissions in transportation are about to double until 2050 in a business-as-usual scenario How do cross industry partnerships propel long term innovations whilst solve todays (sustainability) problems? In this session we dive into the world of global vehicle mobility and with concrete examples show how ZF, a global automotive leader, is shaping the Next generation of mobility, through alliances and open innovation. **Martijn Maters**, Global Alliances and Strategic Initiatives Leader, **ZF Group**
17.15	**How a Biotech Company Partners in the RNA-Based Vaccine and Therapeutics Ecosystem** • The saRNA-based vaccine therapeutics ecosystem and its unique features • Case study of partnering with AstraZeneca and Imperial College London • Insights and partnership strategy lessons in an innovative and challenging environment **Rob Barber**, Senior Director Alliance Management**, VaxEquity**		**Ecosystem Governance in a Digital World** The governance of digital ecosystems differs in a number of respects from governance of ecosystems in the physical world. What are the key governance problems in digital ecosystems? How can they be addressed? And what can the physical world learn from the digital world? **Ard-Pieter de Man, CSAP, PhD**, Professor, **VU University Amsterdam**
18.00	Closing Remarks and End of Day 1		Closing Remarks and End of Day 1

09.00	**Opening Remarks from the Chair**

09.15	**The Fierce Race for Alliances: Beating the Competition for Key Partnerships** • Synchronizing AM management procedures to support your Corporate Strategy • Best practice on new alliance negotiations and communications with leading partners • Finding the needle in the haystack: scouting and assessing new partners and technologies • Being the spider in your ecosystem: relevant behavior, marketing and PR **Bo Skaaning Jensen**, **PhD**, Senior Alliance Director, Early Innovation, Outreach and Alliances, **Novo Nordisk**	**Building an Alliance Team and Business Models in the Tech Space** • What are the compulsory reasons to partner in the IOT world? • Digital challenges inherent in managing partnerships in digital-first companies • Best practices from leading tech ecoystems **Alessandro Maloberti**, Senior Director Partner Ecosystem, **STMicroelectronics**
10.00	**A Collaborative Ecosystem** The opportunities for healthcare organizations with a truly intelligent connected digital enterprise are significant. We at GE Healthcare are accelerating the transformation of healthcare, but we cannot do it alone. We strongly believe in the power of an integrated digital ecosystem leveraging new and legacy technologies with open innovation to enable healthcare resilience and organisational growth. Launched together with our partner Wayra UK, EdisonTM Accelerator is our start-up acceleration & healthcare provider collaboration program. It allows start-ups to learn from our Healthcare and IT expertise and en-hance the value proposition of their business ideas. It provides Healthcare Artificial Intelligence (AI) start-ups with what they are lacking: Access to healthcare data, validated problem statements, access to HCPs & clinical mentoring and a chance to run pilots and proof-of-concepts. **Jan Beger**, Senior Director Digital Ecosystem EMEA, **GE Healthcare**	**How to Increase the Value of an Alliance: Think More Strategic and Lead as General Manager** • The alliance leader is best positioned to provide the alliance big picture = the helicopter view • Learn what matters to key stakeholders internally but also on the alliance partner side • Review the purpose of the alliance regularly with your stakeholders and senior management • Regular communication with senior management and senior stakeholders is key to keep them engaged • Avoid to be too operational by solving all problems yourself – enable the alliance team leaders to execute on their roles & responsibilities **Ameriga Fanigliulo, CA-AM**, Director Alliance Management Biopharma, **Sandoz** **Knut Sturmhoefel, CA-AM, PhD**, Consultant, Alliance & Collaboration Advisor
10.45	Morning Coffee and Networking	
	Stream A	**Stream B**
11.15	**The Role of Targeted Interviews in Alliance Performance Management** This presentation will focus on the use of targeted interviews as a tool for assessing alliance performance, and explore best practices for designing, conducting, and analyzing these interviews. **Nicolas Becker, CA-AM**, Director Business Development & Licensing, Alliance Management, **Bayer**	**Managing Knowledge Creation in R&D Alliances – Survey insights** • We present preliminary insights from an international survey among R&D alliances • We explore the role of formal (e.g., targets and incentives) and informal controls (e.g., team interaction and communication) for knowledge creation, assimilation and protection in R&D alliances • Participants can anonymously share their experiences via an online survey and will receive immediate feedback and results. They can also choose to receive a best-practices study upon completion of the study **Henri Dekker**, Professor, **Vrije Universiteit Amsterdam** **Nina Detzen**, Assistant Professor, **Vrije Universiteit Amsterdam** **Markus Wabnegg**, Assistant Professor, **WU Vienna** and **University of Krems**

12.00	**Role of Charities in Supporting Academic Research through Creation of an Alliance Ecosystem** Academics often lack drug discovery capabilities to develop their novel ideas into therapeutics for treatment of cancer patients. We can help fill that gap by partnering with companies to leverage additional resource. As we mature it is important to consider how the ecosystem is developed strategically to fill gaps and maximise use of capabilities. Ultimately the driver is to accelerate translation to deliver patient benefit. The unmet needs exist now and we are in an economically challenging environment so maximising efficiencies and leveraging additional value is key to success. **Julie Little, CSAP**, Director, Alliances, **Cancer Research Horizons**	**Access Open Innovation Startup Ecosystems** • Connecting with the innovation ecosystem: startups, VCs, universities, accelerators, incubators, mature companies, governments • helping startups to collaborate with your company through partnerships, a JV, licensing agreement, investments or acquisition • How alliances and collaborations can be used to successfully access startup ecosystems • KPIs for these kinds of alliances **Mikel Mangold**, Startup Ecosystem – Alliances & Partnerships, **Venture Lab, Niterra Group**
12.45	Lunch Break	
13.45	**Restructuring an Alliance Program in Healthcare and the Creation of a New Ecosystem to Fight Cancer** **Flavio Jose**, Strategic Alliances Manager, **Varian, a Siemens Healthineers Company**	**Building Partnerships to Excel Innovation in the Banking or Fintech Industry** • Why the banking industry is ripe for disruption and why partnerships are changing the game? • How to set up a partnership strategy and function and how to pursue strategic partnerships? **Elma Saric**, Senior Strategic Partnerships and Ecosystems Manager, **Raiffeisen Bank International**
14.30	**Cultural Differences for Alliances in a Global Environment** • The challenge of navigating cultural differences in a time of remote working environments • Examining the psychology of AM: why we behave the way we are • AM relationship management through positive and joyful interpersonal relationships **Elena Cavalli, CSAP**, Head of Commercial Alliances, **Astellas**	**Insights from the International Insurance Ecosystem** • Integrated value creation • Case study how to embed insurance services **Kevin Schneebeli**, Senior Expert Partnerships & Eco Systems, **Generali**
15.15	Closing Remarks and Summit End	

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o GROUP FEE (2+ attendees)   £1719/person + UK VAT

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WHY YOU SHOULD ATTEND

Thought Leader Global and The Association of Strategic Alliance Professionals are proud to co-organise our 9th European Alliance Summit.   Whether you have a mature corporate alliance and partnership strategy, are looking to benchmark with others in this space (to continually improve your framework and ecosystem), or are at an earlier stage of entering into new alliances and partnerships, this event provides an ideal community for you.

Setting up an alliance management function is an important first step. One must lay the groundwork for the long-term success of both alliances and joint ventures. Often businesses that may have competed in the past must be brought together, and this requires building trust and bridging cultural barriers. Both the research and development side as well as the sales / go-to-market side need to have best-practice in place for the partnership to succeed. Often the most lucrative alliances are in new markets and in emerging market countries. There are significant cultural, HR, legal and operational risks to manage in these partnerships.

Leadership and governance are important focus areas to cover. There is a significant transition period in the creation of an alliance, and a strong transition plan must be put into place. Both innovation and sales results are the key goals of new partnerships. However, companies must encourage a joined workforce to bring about the performance. Trust and cooperation must be embedded to demonstrate this joined workforce. Performance and governance must be adequately implemented and monitored, so that goals are met and value is created. Attend this forum to benchmark how other organisations are managing their alliance strategies; hear their perspectives - both success stories and lessons learned. Utilise this event to learn from their experiences, compare solutions and take away actual strategies that you can use to drive transformation in your group.